
GPI *Atlantic*

Profile
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Table of Contents

I. Executive Summary

II. Why a New Index?

III. Fact Sheet

- A. Management and Personnel
- B. Board of Directors
- C. Public Policy and Debate
- D. Financial

IV. Strategic Plan

- A. Major Objectives 2003-2005
- B. Major Research Themes
- C. Research Support and Development
- D. Planning and Approval Process

V. Examples of Significant Research

VI. Target Audience and Social Impact

- A. Potential Users of GPI Atlantic Research
- B. Expected Benefits to Society
- C. Contributions to Social Change and New Legislation

VII. Ronald Colman, Ph.D, GPI Atlantic Founder Bio

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“We measure what we value.”

I. Executive Summary

GPI Atlantic is a non-profit research organization committed to the development of the Genuine Progress Index (GPI) – a new measure of sustainability, wellbeing and quality of life.

The Genuine Progress Index is an alternative to the practice of equating progress with economic growth alone. The GPI links the economy with social and environmental variables to create a more comprehensive and accurate measurement tool. The GPI accounts for the value of human, social, and natural capital, in addition to standard measures of produced capital, and assigns value to assets like population health, educational attainment, community safety, voluntary work, and environmental quality.

GPI Atlantic's core mission is the development of a demonstration index consisting of 22 components and focusing on the province of Nova Scotia. This "full cost accounting" project will serve as a pilot project for other provinces of Canada and provide a springboard for other applications at all levels, including internationally.

Taken alone, each of the 22 components in the GPI prototype addresses one vital aspect of our way of life. Taken together, the components provide a comprehensive management tool for use by politicians, policy makers, and community planners. The GPI may also provide the media and ordinary citizens with an easy-to-understand measure of the effectiveness of government in achieving our shared social values.

GPI Atlantic is a pioneer and leader in quality of life research. Established in April, 1997, by Ronald Colman Ph D, and supported by a distinguished group of academics and researchers, GPI Atlantic is not affiliated with any political party or interest group. To date, GPI Atlantic has completed 50 detailed reports covering 17 components of the prototype GPI project and many other related projects that apply full cost accounting methods to measuring progress. Compiling the components into an integrated index of wellbeing and sustainable development is scheduled to begin in 2004.

Dedicated to indicator research alone, GPI Atlantic works closely with Statistics Canada to assure the quality of its work and its usefulness for application in similar projects now occurring at a national and provincial level. GPI Atlantic is also the first research group in Canada to develop a comprehensive GPI at a community level.

II. Why a new index?

Transcript: Ronald Colman, CBC Radio Commentary Broadcast date: October 2, 2002.

Introduction: Do you believe the figures on economic growth put out by government agencies every month? Ron Colman doesn't. He's the creator of a different kind of meter of progress called the Genuine Progress Index. It's based in Nova Scotia. On Commentary he says there's a lot more to measuring progress than just economics...

Ron Colman: Indicators are powerful. What we count and measure reflects our values as a society and determines the policy agendas of governments.

We currently measure our progress and gauge our wellbeing according to a narrow set of indicators -- our economic growth rates. "The more the economy grows, the better off we are" -- or so the theory goes. Yet vital social and environmental factors remain invisible in these measures.

The more trees we cut down, the more fish we catch, and the more fossil fuels we burn, the faster the economy grows. Counting the depletion of our natural wealth as gain is simply bad accounting, like a factory owner who sells off his machinery and counts it as profit.

Our growth rates make no distinction between economic activity that creates benefit and that which causes harm. So long as money is being spent, the economy will grow. Crime, pollution, accidents, sickness, and natural disasters all expand the economy.

And many of the good things aren't counted at all like volunteer work and unpaid care-giving, because no money changes hands. And the economy can grow even as inequality and poverty increase.

So growth doesn't necessarily mean we're better off. In fact, scientists warn that the only biological organism that shares our current economic dogma that "more is better" is the cancer cell.

Fortunately, there are better ways to measure wellbeing and progress. Nova Scotia's new Genuine Progress Index or GPI assigns explicit value to environmental quality, population health, livelihood security, equity, free time, and educational attainment. It values unpaid voluntary and household work as well as paid work. It counts sickness, crime and pollution as costs not gains. The GPI can provide a more complete and accurate picture of how Canadians are really doing.

What the GPI currently shows is a mixed message. Canadians have more material goods; smoking rates are down; our drinking water is cleaner; and we are recycling more. But we are also twice as likely to be victims of crime as a generation ago; volunteer work is down 9% in the last decade; we are more stressed; obesity rates have doubled; we are losing many of our old forests; and greenhouse gas emissions are up 20% to twice the per capita rate of the British. We're also becoming a more unequal society -- the poor got poorer in the last decade, and the gap between rich and poor grew sharply.

If we measure and count what really matters to Canadians, we'll value our social, economic, and environmental assets properly, and they'll get the attention they deserve. Then we can act effectively to ensure that we leave a better Canada for our children.

For Commentary, I'm Ron Colman in Halifax.

III. Fact Sheet

A. Management and Personnel

GPI Atlantic was founded in April, 1997, by Professor Ronald Colman, a Columbia University-educated Ph.D and a former faculty member at St. Mary's University in Halifax with more than 20 years university teaching experience. He works with a management group consisting of a full time managing director, a community project director, and a strategic planner.

The management team works with a core group of academics, researchers, and experts drawn from universities in Atlantic Canada and beyond. Collaborative research teams are assembled on a project by project basis to assure quality and cost-efficiency. One full-time researcher is on staff and others are hired on a project basis. GPI Atlantic maintains a project office in Halifax, Nova Scotia, and a website at www.gpiatlantic.org.

B. Board of Directors

GPI Atlantic is actively guided by a 14-person board of directors that includes two professors of economics, a chartered accountant, a lawyer, Statistics Canada's Director of Industry Measures and Analysis, a managing director of a leading environmental consulting firm, and other professionals and community leaders with a wide range of relevant experience and a profound commitment to the GPI enterprise.

C. Public Education and Debate

Response to our initial reports has been outstanding, with their influence being felt in other provinces beyond Atlantic Canada. GPI Atlantic's groundbreaking work has also begun to influence national policy and debate and there is now a strong national movement to pursue similar objectives. For example, GPI Atlantic researchers have worked closely with the National Round Table on the Environment and the Economy in its development of national indicators of sustainable development.

GPI personnel and founder Ronald Colman are in demand for speaking and consulting engagements. GPI Atlantic partners with the Atkinson Charitable Foundation to produce *Reality Check, The Canadian Review of Wellbeing*, an influential newsletter sent three times a year to approximately 5,000 leading figures in the policy and planning community. GPI Atlantic has a fully functioning web site (www.gpiatlantic.org), which serves as its primary communication tool and allows for the sale of its reports. Copies of GPI reports have been purchased by libraries, researchers, policy makers, and individuals across Canada and beyond.

D. Financial

GPI Atlantic's total operating budget for 2003 is estimated to be about \$750,000. Most of this budget – 75% – is the result of contract work with public agencies for specific research projects. This contract work provides infrastructure support and operating expenses and also funds GPI Atlantic's core indicator research and development work.

Thus, GPI Atlantic has been almost entirely self-sufficient in financing most of its infrastructure and core research objectives. We continue to pursue alternative core funding initiatives that we hope will free key personnel to devote more time to core research. We are also seeking foundation support to lessen the effort required for fundraising, so that it can be directed more productively into pursuing our research goals.

IV. Strategic Plan

A. Major Objectives 2003-2005

GPI Atlantic will endeavour to complete its first integrated index for Nova Scotia early in 2005 as a pilot project for Canada. In the process, it will complete and update the 22 index components as required and also demonstrate how its full-cost accounting methodology can be more widely applied in many jurisdictions.

GPI Atlantic's longevity as an independent research institute relates (1) to the excellence and relevance of its research and (2) to the acceptance of the Genuine Progress Index (GPI) as a more comprehensive measure of progress than the narrow economic measures we now employ. To ensure this acceptance, GPI Atlantic must deliver research of the highest standards, with a long-term view and a sound methodology; it must be objective and completely independent of any political agenda or interest group; and it must have a committed core staff dedicated to achieving the organization's goals and objectives. Through its research reports, their replication in other jurisdictions, and the development of new applications, GPI Atlantic has the potential to establish itself as a world leader and authority in indicator research.

GPI Atlantic management is responsible to the Board of Directors to achieve the following objectives:

- * To improve our research capacity in terms of procedures and methodologies (2003)
- * To focus on the completion of a Genuine Progress Index for Nova Scotia (2003-05):
 - Completion of 22 core components
 - Completion of an integrated index
- * To develop a capacity to update the components on a yearly basis (2004)
- * To replicate the indicator work in other jurisdictions (2004–05)
- * To maintain and develop a secure financial ground (ongoing)
- * To communicate research results to the target audiences (per report)
- * To maintain and expand research collaborations and networks (ongoing)
- * To initiate and maintain a unified database (2004 –2005)

B. Major Research Themes

In 1998, GPI Atlantic developed a framework for GPI related research (see *Measuring Sustainable Development: The Nova Scotia GPI: Framework, Indicators and Methodologies*, (135 pages), prepared for NS Department of Economic Development, 1998.) and since that time has produced over 50 reports based on this methodology. GPI Atlantic is now recognized as a leader in indicator-related research and is thoroughly networked within the regional and national research community.

Late in 2002 and early in 2003, GPI Atlantic completed the following population health reports:

- Women's Health in Canada: A Statistical Profile (for Health Canada)
- Equity and Health in Atlantic Canada
- A 9-volume Database of Health Indicators in Atlantic Canada
- The Cost of Tobacco in New Brunswick
- The Economic Impact of Smoke-Free Workplaces in Newfoundland and Labrador
- The Cost of Tobacco in Newfoundland and Labrador
- The Cost of Chronic Disease in Canada
- The Cost of Physical Inactivity in British Columbia

The following projects were initiated or furthered in 2003:

- GPI Energy component
- GPI Education component
- GPI Transportation component
- Health Impact of Economic Change (pending)
- Construction of composite database (pending)
- Complete Parts IV and V of Soils and Agriculture component
- Complete Works Hours component
- Complete Air Quality component
- Complete Solid Waste component
- Further Glace Bay and Kings County Community GPI projects
- Complete Year One of Halifax Inner City GPI

Community GPI

In 2002, three years of extensive, ground-breaking work in Glace Bay and Kings County, N.S., developing the first Community GPI project, began to bear fruit. All the data from surveys of 3,600 residents of those two communities have been collected, entered, cleaned, and processed, and results are now being analyzed and presented to the two communities. Research is well under way at four universities to assist the two communities to learn about themselves, to measure their progress, and to empower them to use the results to improve their wellbeing according to indicators they have selected.

Also in 2002, GPI Atlantic launched the Halifax Inner City Project in partnership with the Halifax Inner City Initiative and the Chebucto Community Net. Funded by the federal and provincial governments, this project aims to bring the Community GPI to Halifax's North End.

In 2003 GPI Atlantic turned over all three projects to the communities themselves. Community leaders in Glace Bay and King County will be working closely with academics at UCCB and Acadia to develop the data, set targets, and organize follow-up surveys. A similar process has been set in motion for Halifax. In all three cases, GPI Atlantic will continue to participate in an advisory and research capacity.

C. Research Support and Development

GPI Atlantic is a non-profit research organization committed to innovative indicator research based on full cost accounting. Our ability to pursue and further this goal is based on the commitment of our personnel and our ability to fund our research.

From 1998 to 2001, GPI Atlantic enjoyed four years of fast growth, with income doubling each year. In 2002 growth was approximately 25 percent, and in the present year we predict a further 25% growth. Each year we have achieved a balanced budget.

Our proposed budget (base projection) for 2003 is estimated at \$750,000. We expect the income to be generated from the following sources:

Contract Work	
Revenue after research expenses:	\$395,000
Grants	
Major Funding Proposals	
SSHRC (Year 1 of three, granted)	88,000
Sustainable Transportation (granted)	35,000
Work Hours and Future of Work (pending)	65,000
Foundations	
Atkinson Foundation, Reality Check newsletter net	32,000 (net)
Memberships	8,000
Publications:	6,000
Presentations:	20,000

GPI Atlantic has recently received a Social Sciences and Humanities Research Council (Initiative for the New Economy) grant for \$ 256,000 over three years to complete the Energy and Education components of its core mission, and to sponsor a series of workshops on creating an integrated index of wellbeing and sustainable development. We have also received a grant from Health Canada on the health impact of economic change, and are a project partner on three major proposals to CIHR and SSHRC's Community-University Research Alliance. The proposed Canadian Federation of Innovation-funded database will be a central component in accomplishing the type of complex analysis and cross-referencing that these major projects require.

GPI Atlantic's future over the long terms depends on (1) replications of its core indicator reports; (2) annual benchmarks – updating the indicators on a regular basis; and (3) the development of new applications. The latter category includes international opportunities to apply the GPI methodology in countries such as the United States, New Zealand, Japan, Chile, and other jurisdictions from which requests for support and advice have been received. Late in 2003, GPI Atlantic will explore the use of a full time development officer to capitalize on the opportunities that now exist in these categories.

D. Planning and Approval Process/Success in Objectives

GPI Atlantic is a non-profit research organization that is independent of institutional constraints. Aside from our contractual obligations, our evaluation of progress in the pursuit of our research objectives is self-administered. In this respect we attempt to achieve a high standard, and all GPI reports are reviewed by experts in the respective fields.

Each year the GPI Atlantic management team —Executive Director, Managing Director, Community Projects Director, and Strategic Planner— prepare a yearly operations plan and budget for the new year and an annual report and financial statement on the completed year. The new plan is presented to the 14-person board of directors for approval. At the same time, the past year's operating plan is scrutinized and the performance evaluated. The same documents are presented to our membership at the annual meeting. The board of directors is elected annually at the annual general meeting held before March 31. During the year, there are 4-6 board of directors' meetings where the operations plan and issues related to operations are updated and discussed as required.

V. Significant Research Over Last Six Years

Population Health Studies and Papers

- "Women's Health in Atlantic Canada: A Statistical Portrait," in *A Portrait of Women's Health in Atlantic Canada*, Maritime Centre of Excellence for Women's Health, 2000, pages 9-41. Updated 2002
- *The Economic Impact of Smoke-Free Workplaces*, (116 pages), NS Department of Health, October, 2001
- *The Cost of Tobacco in Nova Scotia*, (83 pages), Cancer Care Nova Scotia, October, 2000
- *The Cost of Obesity in Nova Scotia*, (57 pages), Cancer Care Nova Scotia, March, 2000
- *The Cost of HIV/AIDS in Canada*, Maritime Centre of Excellence for Women's Health, January, 2001
- "Physical Exercise Trends in Atlantic Canada," prepared for Recreation Nova Scotia, 2000

- “The Economic Costs of HIV/AIDS in Canada,” by Ron Colman et al., article in *Striking to the Heart of the Matter: Selected Readings on Gender and HIV*, published by Atlantic Centre of Excellence for Women’s Health, 2002.
- *The Cost of Physical Inactivity in Nova Scotia*, (26 pages) prepared for Sport Nova Scotia and Recreation Nova Scotia, June, 2002
- *The Cost of Chronic Disease in Nova Scotia*, October, 2002, prepared for Dalhousie University Dept. of Community Health and Epidemiology, in cooperation with Health Canada and NS Dept. of Health.
- *The Cost of Tobacco in New Brunswick*, October, 2002
- *The Economic Impact of Smoke-Free Workplaces: An Assessment for New Brunswick*, in conjunction with Health Canada, New Brunswick Health Department, and Cancer Society of NB, October, 2002.

Environment and Natural Resources

- “Ratify Kyoto or Risk Future,” full-page article in *the Halifax Daily News*, March 7, 2002
- *The GPI Forest Accounts*, (452 pages), with Sara Wilson, Minga O’Brien and Linda Pannozzo, GPI Atlantic, Halifax, 2001
- *The GPI Greenhouse Gas Accounts for Nova Scotia*, (228 pages), with Sally Walker and Anne Monette, GPI Atlantic, Halifax, August, 2001
- "The GPI Natural Resource and Environmental Accounts," in *Environment and Sustainable Development Indicators Initiative: Background Documents*, National Round Table on the Environment and the Economy, December, 2000
- "Climate Change in the Genuine Progress Index," paper presented to Costing Canadian Climate Change - Impacts and Adaptation, An International Workshop sponsored by Environment Canada and UBC, Vancouver, September 27-29, 2000
- "Measuring Genuine Progress: Accounting for Climate Change," GPI Atlantic, Halifax, August, 2000
- "The Nova Scotia Genuine Progress Index: Valuing our Natural Resources," in *Between the Issues*, August 1999 and *Coastal Communities News*, 1999
- "Measuring Sustainable Development: A Nova Scotia Pilot Project," paper presented to the Conference on the State of Living Standards and the Quality of Life in Canada, Centre for the Study of Living Standards, Ottawa, October, 1998
- *Application of the GPI Approach to Analyzing Reduction of Greenhouse Gas Emissions in the Nova Scotia Freight Transport Sector* (67 pages), with Sally Walker and Ron Hilburn, 1999
- *Introduction to the GPI Natural Resource Accounts*, (48 pages), with Tony Charles, Sara Wilson, Jennifer Scott, Sally Walker and Larry Hughes, GPI Atlantic, October, 1999, prepared for NS Department of Natural Resources
- *Measuring Sustainable Development* (135 pages), GPI Atlantic, prepared for NS Department of Economic Development, 1998

Gender Equality and Unpaid Work

- "Gender Equality in the Genuine Progress Index," in *Made to Measure: Women, Gender and Equity*, Maritime Centre of Excellence for Women's Health, 2000, pages 43-54
- *The Economic Value of Unpaid Housework and Child-Care*, (120 pages), GPI Atlantic, November, 1998
- *The Economic Value of Civic and Voluntary Work in Nova Scotia*, (67 pages), GPI Atlantic, July 1998, with updates in February 1999 and February 2000

Social Indicators and General Articles and Papers

- Article by Ronald Colman "Measuring Genuine Progress" in "*Bringing Business on Board: Sustainable Development and the Business School Curriculum*," by Peter Nemetz, Ph.D (editor), University of British Columbia Press, Vancouver, 2002.
- *Income Distribution in Nova Scotia*, with Colin Dodds, GPI Atlantic, July, 2001
- *The Cost of Crime in Nova Scotia*, with Colin Dodds, GPI Atlantic, April, 1999
- *Work Time Reduction in the Nova Scotia Civil Service*, (32 pages), prepared for NS Department of Human Resources, 1999
- "Measuring Genuine Progress," in *The Journal of Innovative Management*, Mass., U.S., Fall, 2001.
- "How do we Measure Progress?" in *The Shambhala Sun*, November, 1999
- "More May Not Be Better: Puncturing the Economic Growth Illusion," in *The Daily News*, Halifax, June 18, 1999, and "A Better Way to Measure Progress," in *The Daily News*, Halifax, June 19, 2000
- *The Nova Scotia GPI: Framework, Indicators and Methodologies*, (106 pages), GPI Atlantic, 1998.

VI. Target Audiences and Social Impact

A. Potential Users of GPI Atlantic Research

(1) *Academics and researchers* involved in indicator research; in economic valuation of non-market services (e.g. ecological economics, health economics); in national accounting and economic trend analysis; in policy research; and in inter-disciplinary studies (particularly sociology, health, education, sustainable development, environmental and resource science, and economics).

(2) *Provincial and federal governments*, ministers and deputy ministers, department heads, and bureaucrats.

- (3) NGOs, non-profits and public interest groups, including public health associations, environmental networks, social service organizations, and community development groups.
- (4) Businesses, particularly those developing new environmental technologies, adapting to post-Kyoto energy conservation measures, and those engaged in adapting their practices to new guidelines for corporate social responsibility.
- (5) Media, and general public

B. Expected Benefits To Society

The development of new indicators of progress and sustainability are important directional markers for a knowledge-based economy. Because accurate and comprehensive indicators can provide a window on trends and on the complex linkages among its diverse dimensions, they can also provide effective management tools for decision-makers, and “traffic lights” at critical stages of the policy, decision-making, and evaluation processes. Because they assess strengths and weaknesses accurately, these measures can also point to opportunities for entrepreneurs, and indicate ways that economic development can occur in consonance with social development and environmental conservation.

GPI Atlantic’s future entails (a) replication and application of reports for other jurisdictions (b) adaptation of full cost accounting methods to related areas such as community development and (c) renewals, where yearly benchmarks of progress can be established which require statistical updates. Expressions of interest for GPI-type measures have been received from the United States, Chile, the Caribbean, Europe, Japan, New Zealand, and China, all of which give good indication of this research’s export potential. At present, the demand for GPI Atlantic work and advice outstrips our ability to respond. This capacity will be immensely bolstered by the creation of the integrated database in 2004. The latter will contribute to the development of vibrant new research with social, policy, and economic benefits for all Canadians.

C. Contributions to Social Change and New Legislation

GPI Atlantic has to date replicated its Nova Scotia cost of obesity reports for seven other provinces, its cost of chronic disease report for all of Canada, its physical inactivity report for British Columbia, its cost of tobacco and smoke-free places reports for the other three Atlantic provinces, B.C., and the City of Ottawa, and its Ecological Footprint report for the Prince Edward Island government.

Many of our reports have produced dramatic change. *GPI Atlantic’s Cost of Chronic Disease in Nova Scotia* report was specifically credited with the establishment of Canada’s first Office of Health Promotion under the direct control of a Minister.

GPI Atlantic’s *Economic Impact of Smoke-Free Workplaces* report played a direct role in new legislation in Nova Scotia and other jurisdictions. The report was extensively used by the City of Ottawa in its own smoke-free public places legislation, and by the Government of PEI in its new legislation on this subject. On a community level, for example, Glace Bay’s chief inspector

stated publicly that he intended to use the GPI Atlantic peace and security results for his community in re-directing some of the efforts of his staff to pay attention to concerns raised by respondents in the survey.

VII. Ronald Colman, Ph D

Ronald Colman combines academic experience with a sense of social commitment. On the academic side, he has more than 20 years teaching experience at the university level, and has mentored both graduate and undergraduate students in research skills and thesis work. He favours an inter-disciplinary approach to both research and teaching, and has taught and created new courses designed to elucidate the interrelationships among diverse social, economic, and environmental variables. For example, in his political science teaching career, he taught on the Politics of International Trade, Politics and Psychology, Politics and Literature, and other subjects in an effort to uncover and transcend the particular assumptions inherent in specialized disciplines. His commitment to students is demonstrated by receipt of the highest scores on regular student evaluations of teaching.

On the community side, Dr. Colman has always sought to bridge the gap that often exists between universities and their host communities, and to demonstrate the relevance of research to practical decision-making. As a full-time faculty member at the State University of New York, for example, Dr. Colman taught a course each semester in a nearby maximum security prison, and received an award for “extraordinary commitment and devotion to the education of prison students.” He led a local citizens’ movement to save a fragile ecosystem and lake in the Shawangunk Mountains from development, a seven-year effort which succeeded in the creation of a new state park. He created a “United Nations Semester” program at the university, which attracted students from throughout North America, and which involved a full day of briefings each week at United Nations headquarters with diplomats and international experts in many fields.

In short, Dr. Colman’s history has always combined commitment to academic excellence and high quality research with a strong commitment to social and community development. He has an unshakeable faith in the power of education, good research, and knowledge to improve the wellbeing of individuals, communities, and humankind. Since immigrating to Canada in 1990, Dr. Colman has brought that commitment to bear in his teaching work at St. Mary’s University and Mt. St. Vincent University in Halifax.

Most recently, his academic study of indicators of progress convinced Dr. Colman of their remarkable power in reflecting social values, determining the policy agendas of governments, and influencing human behaviour. In 1997 he founded the Genuine Progress Index Atlantic Society. In 2000, Dr. Colman was invited to be a member of the National Round Table on the Environment and the Economy’s Environment and Sustainable Development Indicators Steering Committee, which was tasked to develop national indicators of sustainable development for Canada. He has also advised Health Canada, Industry Canada, Justice Canada, Environment Canada, and other national agencies on indicator development, and since 2001, at the invitation

of the Atkinson Charitable Foundation, has been founder and editor-in-chief of *Reality Check: The Canadian Review of Wellbeing*.

Three years ago, Dr. Colman was approached by community groups interested in applying GPI Atlantic's indicator work at the local level, where communities could use good indicators to vision, set goals, devise development strategies, and measure their progress in achieving agreed objectives. Since that time, Dr. Colman has devoted about half his time to working with communities to envision their future, select indicators of progress, and conduct surveys to collect the necessary data.

Although he works largely with numbers and statistics, Dr. Colman is equally committed to working with people. Unlike his provincial and national indicator work, which will have to await adoption and use by governments to affect policy, he recognizes that the community indicators process can be translated into appropriate action without delay, and can empower communities to shape their own destiny more actively. Since the inception of the Kings County and Glace Bay indicators project, Dr. Colman has presented the GPI work to government audiences, the Mayor and Councillors of the Cape Breton Regional Municipality and of Kings County Council, and to literally dozens of community groups. He is firmly convinced that, in contrast to conventional reliance on economic growth statistics, these measures of progress represent "street-sense economics" and can be effectively translated into layman's language to mobilize communities behind common goals.

Dr. Colman also works internationally. In 2003 he was invited to New Zealand where he advised national and municipal governments development of indicators of wellbeing and sustainable development, and he conducted workshops on the subject in the USA. He also regularly lectures and advises government and community groups on indicator development throughout Canada.

For a full CV and further information about GPI Atlantic see our website at www.gpiatlantic.org. For a more comprehensive article by Dr. Colman on "Measuring Real Progress" from the *Journal of Innovative Management*, see <http://gpiatlantic.org/realprog.pdf>.